

# **CITY OF FRESNO**

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## **REPORT OF THE “SOUTHWEST FIRE PROCESS IMPROVEMENT TASK FORCE”**

**APRIL 2003**

**City of Fresno**  
**Report of the “Southwest Fire Process Improvement Task Force”**

**Task Force Members and Acknowledgement**

We would like to thank the following individuals for their contribution, expertise and many hours of time devoted to the Task Force in accomplishing its mission and in the preparation of this report.

Co-Chairs of Task Force:

Cynthia Sterling, City Councilmember, District 3  
Roger Montero, Deputy City Mayor

Other Members of Task Force:

Harlan Kelly, Co-Chairman, West Fresno Concerned Citizens Committee

Rey Leon, Latino Issues Forum

Dr. Kenneth Bird, Fresno County, Department of Community Health

Tim Casagrande, Fresno County, Department of Community Health

Billy Walker, Citizen

Richard Caglia, Businessman

Henry Perea, Former City Councilmember

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### Report of the “Southwest Fire Process Improvement Task Force”

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### **Introduction**

On January 11, 2003, a fire erupted at the Archie Crippen Excavation site, a construction and demolition waste processing facility near Nielsen and Marks avenues in southwest Fresno. The Crippen fire started by spontaneous combustion. The pile that was ablaze was approximately 40 feet high and 150 yards on a side, consisting mostly of wood and other materials from demolished buildings. The fire burned and smoldered until mid-February, costing an estimated \$2.7 million to extinguish. It produced a cloud of smoke for several days over much of the metropolitan area, with the heaviest concentration in the neighborhood nearest the fire. (A “Chronology of Events” related to the Archie Crippen Excavation facility and fire is included as Attachment 1 to this report.)

The smoke and fire created air quality problems for the immediate neighborhood and other parts of the city. As a result of this incident, the questions that now need to be answered are: how to prevent this type of fire or similar type emergency from recurring again within our city, and how to respond to any future similar emergency in an effective, adequate and timely manner.

### **Southwest Fire Process Improvement Task Force**

On January 19, 2003, Mayor Alan Autry announced the formation of a Task Force to examine the events associated with the Archie Crippen Excavation facility fire that started on January 11, 2003. The Task Force was co-chaired by City Councilwoman Cynthia Sterling and Deputy Mayor Roger Montero. Additional members of the Task Force were made up of individuals who represent the community of Fresno.

As directed by the Mayor, the Task Force was established to accomplish three (3) specific missions, as follows:

1. ***The thorough analysis of any and all city methods, procedures and policies related to this issue for the purpose of assembling factual supportive documentation,***
2. ***The preparation of a comprehensive report that will include a compilation of relevant data and recommendations for procedural improvement, and***
3. ***The development of an action plan by which “first responders” will be expected to perform in the event of a similar emergency.***

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### **Executive Summary and Conclusion**

The fire that occurred at the Archie Crippen Excavation facility on January 11, 2003, was a serious and significant event. A fire of this magnitude and related circumstances had never been dealt with by the City of Fresno. The fire and related smoke effected the community of Fresno and generated several concerns with regard to the health and safety of all Fresno citizens, in particular those who live in Southwest Fresno.

The most significant areas of concern that were identified through the efforts of the Mayor's Southwest Fire Process Improvement Task Force are as follows:

1. The City's current Ordinances, Fresno Municipal Code (FMC), policies and procedures related to the CUP and Code Enforcement processes, legal action, and enforcement activities are inadequate. They are in need of improvement, from the initial approval and issuance of CUP's to the monitoring, code enforcement/on-site inspections, and legal action to be taken against violators of said CUP's.
2. Noncompliance with established City regulations and lax efforts by City management and staff related to code enforcement of recyclable material businesses operating in the City of Fresno. Code Enforcement failed to adequately implement City Council's FY2000 policy direction to establish proactive code enforcement efforts and fill/utilize staff positions and additional funding accordingly.
3. The City's "911" emergency dispatch system procedures and related coordinated efforts between the Police and CHP dispatch centers and the Fire Department are inadequate. Police dispatchers also failed to log all calls and violated certain department policies.
4. Emergency response and community communication systems, procedures, and resources related to Fresno citizens' health and safety concerns and questions are inadequate or inappropriately utilized. This also includes the role and responsibilities of the City's "Emergency Preparedness Officer" and "Public Information Officer".

The Southwest Fire Process Improvement Task Force believes that the above noted concerns and the specific findings addressed throughout this report can be rectified and properly addressed with the timely and appropriate implementation of all recommendations included in this report. The Task Force also feels that the City of Fresno will be a safer community with the implementation of these recommendations. The continued awareness and efforts of all Fresno citizens and government leaders working together in these type circumstances will also help improve the quality of life for every Fresno citizen.

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## **Summary of Task Force Recommendations**

1. Any business operating under a County issued CUP or other land use entitlement shall be in full compliance with such CUP/entitlement prior to the business being annexed (“grandfathered”) into the City of Fresno.
2. The City shall amend appropriate sections of the FMC and related Ordinances that would **a)** require thorough reviews of CUP’s for businesses/properties annexed (“grandfathered”) into the City of Fresno to ensure those entities would operate under the existing land use requirements set forth by the City of Fresno, and **b)** allow the Director of Planning and Development to summarily revoke or suspend a CUP when he has determined that the land use under the CUP presents an *imminent or ongoing threat to health and safety of the public or to property* in the City of Fresno.
3. Applicable City staff from Planning and Development, Fire, City Attorney and City Manager’s office shall become more knowledgeable and proficient with regard to the City’s Ordinances, FMC’s and policies related to the CUP revocation process. Planning and Development and City Attorney’s office shall work in a more coordinated effort to ensure that the proper and timely legal action related to CUP revocation is taken when appropriate.
4. The City shall adopt an Ordinance apart from the Zoning Ordinance, in the Health and Safety Chapter, that addresses specifically recyclable material operators within the City of Fresno. Such Ordinance shall include remedies and punishments, including criminal and financial penalties for violations.
5. The City shall require all establishments conducting business within the City to be properly entitled and permitted for their particular operations. Owners of such property shall maintain sufficient liability insurance and be verified by the City prior to issuance of a CUP or other entitlement. The City shall also perform “background checks” on all operators to determine if inappropriate and/or criminal business practices by said operator have occurred prior to issuance of the CUP.
6. Any business that has commenced operations in the City of Fresno without securing the appropriate entitlements and following the City’s established procedures and legal processes shall cease operations immediately. Code Enforcement shall ensure that this policy is strictly adhered to. When warranted, the City shall initiate immediate legal action against the business owner and close/red tag the facility.
7. The City shall amend appropriate sections of the FMC and related Zoning Ordinances to require a monitoring, on-site inspection/reporting system for all land uses related to waste/recyclable facilities. The amendments shall include requirements on CUP’s for on-site inspections by either appropriate City staff or contracted inspectors. It is also recommended that the costs of these inspections be borne by the business operators.

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8. Planning and Development shall thoroughly evaluate the current Code Enforcement staffing and utilization of such staff, as well as future budgetary constraints, prior to proceeding with implementation of the March 4<sup>th</sup> report recommendations. A “paralegal” type position within Planning and Development should also be considered within the staffing framework. **A pro-active Code Enforcement program must be implemented as soon as possible.**
9. Code Enforcement’s current operational policies and procedures shall be thoroughly reviewed and updated, as appropriate, to best implement the recommendations within this report.
10. The Police and CHP “911” emergency dispatch centers shall immediately review and revise, as necessary, their emergency dispatch procedures and protocol specific to the handling of fire emergencies within the City of Fresno for improved efficiencies and effectiveness. Appropriate staff from the Police, CHP and Fire Department shall then meet to discuss and formalize, in writing, an emergency dispatch protocol memorandum of understanding for implementation by all responsible parties.
11. Additional training shall be provided to the Police Department “911” emergency dispatch personnel to ensure all calls are logged and handled properly and in a timely manner, and department policies are strictly complied with by dispatch personnel.
12. FMC, Article 7 of Chapter 9, shall be amended to limit the size of debris piles within City of Fresno recyclable material facilities. Debris piles shall be protected by an approved water supply for firefighting purposes, in accordance with Section 903 of the Uniform Fire Code. The piles must be separated from adjacent piles or other exposures by Fire Department access roads. The grounds at the facility shall have a heavy lining to prevent any contaminated solution from seeping into the ground and water table.
13. Sufficient and appropriate training shall be provided to all Fire Department supervisors in fire management functions through the State Fire Marshal’s Office, to include training specific to the circumstances of the Crippen fire and other similar emergencies.
14. The Fire Department shall develop and implement a “Fire Watch Policy and Protocol” which establishes procedural requirements for the Fire Department to perform prior to releasing property back to its owner and leaving the scene of a fire. A written agreement shall be executed between the Fire Department and property owner which will dictate the plan of action to be carried out by both the Fire Department and property owners when a fire has occurred.
15. The Fire Department, in conjunction with the Air District and County Community Health Department, shall develop fire safety messages for unhealthy situations caused by an emergency incident (fire, hazardous spill, etc.), as well as a mechanism/procedure to disseminate these messages in a timely and effective manner to the community in closest proximity to the incident.

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16. A well-publicized, telephonic “menu line” shall be developed and implemented with appropriate health, safety and emergency responses/resource referrals for a wide variety of important citizen information sharing circumstances. An alternative would be the development and implementation of a Citywide emergency “hotline” that would be activated during a citywide emergency situation. Appropriate City and County agencies shall meet and discuss the logistics, user needs and feasibility of this recommendation prior to its implementation.
17. The Fresno County Department of Community Health shall inquire of the State Department of Health Services and the EPA as to the existence of any studies or data from previous similar incidents, and seek assistance in conducting a local study to evaluate any lingering health effects in the community of closest proximity to the Crippen fire. The study shall be coordinated by a Committee made up of at least one-third representatives from Southwest Fresno. All EPA and other agency test results and monitoring data from these studies shall become a subsequent attachment to this report as soon as they become available.
18. The City, in conjunction with Fresno County Department of Community Health, shall develop a formalized communication network/protocol that will dictate and coordinate health and safety issues and related responsibilities between the San Joaquin Air Pollution Control District, EPA, School Districts, local law enforcement and fire safety agencies, hospitals, Community Based Organizations and other agencies as appropriate. The development of this communication network/formalized protocol is critical in order to communicate accurate, timely and sufficient information throughout the Fresno community when emergency type situations occur, e.g. fires, floods, earthquakes, terrorist activity, etc.
19. The City’s Emergency Operations Plan dated August 2001 shall be reviewed by the Emergency Preparedness Officer and updated, as necessary, to ensure it adequately addresses all types of emergencies and disasters that may occur in the City of Fresno. Revisions to the Plan document should be made as a result of the Crippen fire emergency to include areas identified as not within the Plan document, e.g. formalized and structured communication protocol between the City, County, State, and other agencies and the community, based on the type and severity of the particular emergency, “first responders” primary functions and role, etc.
20. The City’s Emergency Preparedness Officer’s role shall be more specifically defined and recognized by the City, to ensure prompt engagement and participation in the coordination of needed emergency response resources and communication within an effected community. In addition, quarterly announcements and updates regarding the City’s Emergency Preparedness Program shall be disseminated throughout the community to ensure all Fresno citizens are aware of and familiar with this Program.
21. FMC, Article 27, Emergency Services Ordinance, shall be reviewed by all appropriate City Departments who would be directly or indirectly involved in any type of City emergency, in order to be thoroughly familiar with this Ordinance and their

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Department’s respective functions and responsibilities when emergencies occur in the

22. All Governmental, Municipal and educational agencies within the City of Fresno shall obtain written verification from the appropriate City and/or County department that the waste transport and recyclable material operators they are going to utilize are in full compliance with all local Ordinances, CUP's, and regulations prior to entering into contracts for services with such businesses.
23. The City's Planning and Development Department shall establish and maintain a list of all approved and properly established waste transport and recyclable material operators within the City of Fresno. They shall be monitored on an ongoing basis for compliance with CUP's and/or business license requirements and, if found to be out of compliance at any time, shall be removed from the City's approved operators listing.
24. The City shall evaluate all future requests by recyclable material/waste facilities to establish their business operations within the City limits in order to prevent and/or minimize any further health and safety risks and exposure to the citizens of Fresno.

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## **Findings, Comments and Recommendations**

As a result of the analyses conducted by the Southwest Fire Process Improvement Task Force, several areas of concern were noted which require appropriate action. These actions must be taken immediately in order to strengthen and improve regulatory compliance and code enforcement, emergency response, and health and safety concerns of the community of Fresno. Various policies and operational procedures related to the occurrence and planned prevention of the type of incident that occurred at the Archie Crippen Excavation facility are also in need of improvement. The recommendations included in this report will also have an impact on other similar type business operators within the City of Fresno and other emergency type situations that may occur in the future.

### **A - Conditional Use Permits (CUP) - Regulatory and Procedural Issues and Concerns**

Management and staff from both the City Attorney's Office and Planning and Development Department performed a review of current City Ordinances, applicable sections of the Fresno Municipal Code (FMC), policies and procedures related to Conditional Use Permits (CUP's) relative to recycling, storage, dumping and construction/demolition facilities (such as Archie Crippen Excavation). Several areas of concern were noted from both the regulatory and procedural perspective. The issues and concerns related to the CUP Ordinances, FMC, policies and procedures are noted below.

- There is currently no thorough City review of businesses' CUP's that were issued originally by the County of Fresno and subsequently annexed/"grandfathered" into the City of Fresno.
- There are currently no formal procedures or legal authority for the Planning and Development Department to summarily revoke or suspend a CUP when there is an *imminent or ongoing threat to health and safety of the public or to property* in the City of Fresno.
- Under the current FMC, a CUP revocation is not effective until at minimum 30 days from a "notice" being issued and possibly much longer if the CUP holder appeals to the Planning Commission. Revocation authority by the City should be immediate, with due process following this action.
- There is currently no thorough, ongoing City review of businesses' CUP's issued by the City of Fresno.

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**Proposed Recommendations** to improve and strengthen the City's Ordinance and Municipal

Codes, policies and procedures related to CUP's in the City of Fresno:

1. Any business operating under a County issued CUP or other land use entitlement shall be in full compliance with such CUP/entitlement prior to the business being annexed ("grandfathered") into the City of Fresno.
2. The City shall amend appropriate sections of the FMC and related Ordinances that would **a)** require thorough reviews of CUP's for businesses/properties annexed ("grandfathered") into the City of Fresno to ensure those entities would operate under the existing land use requirements set forth by the City of Fresno, and **b)** allow the Director of Planning and Development to summarily revoke or suspend a CUP when he has determined that the land use under the CUP presents an *imminent or ongoing threat to health and safety of the public or to property* in the City of Fresno.
3. Applicable City staff from Planning and Development, Fire, City Attorney and City Manager's office shall become more knowledgeable and proficient with regard to the City's Ordinances, FMC's and policies related to the CUP revocation process. Planning and Development and City Attorney's office shall work in a more coordinated effort to ensure that the proper and timely legal action related to CUP revocation is taken when appropriate.
4. The City shall adopt an Ordinance apart from the Zoning Ordinance, in the Health and Safety Chapter, that addresses specifically recyclable material operators within the City of Fresno. Such Ordinance shall include remedies and punishments, including criminal and financial penalties for violations.
5. The City shall require all establishments conducting business within the City to be properly entitled and permitted for their particular operations. Owners of such property shall maintain sufficient liability insurance and be verified by the City prior to issuance of a CUP or other entitlement. The City shall also perform "background checks" on all operators to determine if inappropriate and/or criminal business practices by said operator have occurred prior to issuance of the CUP.
6. Any business that has commenced operations in the City of Fresno without securing the appropriate entitlements and following the City's established procedures and legal processes shall cease operations immediately. Code Enforcement shall ensure that this policy is strictly adhered to. When warranted, the City shall initiate immediate legal action against the business owner and close/red tag the facility.

## **B - Code Enforcement - Regulatory and Procedural Issues and Concerns**

For the past 30 plus years, as per the City's Planning & Development Director, on-site inspections of recyclable material operators within the City of Fresno have only been performed on a "complaint basis only". However, in FY2000, City Council gave direction to Code Enforcement to

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commence a pro-active code enforcement program. The FY2000 adopted budget included

additional funding and staff to support the directive. (Excerpts from the FY2000 Code Enforcement adopted budget are included as Attachment 4 to this report.) To this day, no formalized, regularly scheduled (pro-active) on-site inspection system is in place for the many recyclable material operators conducting business within the City limits. Thus, there is no assurance that they are operating in compliance with their CUP's and other City regulations, policies and procedures on an ongoing basis. Noncompliance by these type businesses can result in health and safety issues effecting the community of Fresno.

Currently, by way of policy and local regulations, the only way for a property such as the Archie Crippen Excavation facility to be inspected by City Code Enforcement is if they receive a report (complaint) that a violation of the Zoning Ordinance or Fresno Municipal Code (FMC) exists on the property. This is a "reactive system" which, as evidenced by the Crippen fire incident, has proven inadequate to address fire hazards and related health and safety threats posed by such land uses. In addition, the City's current Zoning Ordinance does not mandate regularly scheduled monitoring and on-site inspections of such operations as the Archie Crippen Excavation facility.

In May 2002, the City Council directed the City Manager to form an internal task force to make recommendations related to a "pro-active" CUP enforcement program. The departments represented on the task force were Planning and Development, Housing Economic and Community Development, Fire and Police Departments. As a result of the internal task force meetings and evaluation of current procedures, regulations and available City resources related to code enforcement, three conclusions and related recommendations were developed and presented to the City Manager in a report dated March 4, 2003. (A copy of the entire report is included as Attachment 2 to this report.)

**Proposed Recommendations** are presented below to improve and strengthen the City's Code Enforcement regulatory processes and procedures relative to CUP's. Of primary concern are those businesses that more significantly affect the public health, safety and welfare of the community of Fresno.

7. The City shall amend appropriate sections of the FMC and related Zoning Ordinances to require a monitoring, on-site inspection/reporting system for land uses related to waste/recyclable facilities. The amendments shall include requirements on CUP's for on-site inspections by either appropriate City staff or contracted inspectors. It is also recommended that the costs of these inspections be borne by the business operators.
8. Planning and Development shall thoroughly evaluate the current Code Enforcement staffing and utilization of such staff, as well as future budgetary constraints, prior to proceeding with implementation of the March 4<sup>th</sup> report recommendations. A "paralegal" type position within Planning and Development should also be considered within the staffing framework. **A pro-active Code Enforcement program must be implemented as soon as possible.**
9. Code Enforcement's current operational policies and procedures shall be thoroughly reviewed and updated, as appropriate, to best implement the recommendations within this report.

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#### **C - 911 Emergency Dispatch and Fire Department Response Issues and Concerns**

As a result of the fire that occurred at the Archie Crippen Excavation facility, there were several "911" calls that came into the Police Department and California Highway Patrol (CHP) emergency dispatch centers on January 11, 2003. Due to the significant number of calls and the manner in which they were handled by the dispatch centers, an internal investigation was subsequently conducted by the Police Department. The results of their investigation was formalized in a March 25, 2003 report to the City Manager from the Chief of Police. Several areas of concern were noted by this investigation. (A copy of the entire report is included as Attachment 3 to this report.)

In addition, the Fire Department reviewed and evaluated their current fire safety, emergency response and extinguishment policies and procedures, as well as identified areas of regulatory and procedural improvements that surfaced from the Crippen fire incident.

**Proposed Recommendations** to improve and strengthen a) the Police and CHP "911" dispatch operations and handling procedures of such calls, and b) the Fire Department's regulatory, emergency response and fire extinguishment efforts in the future.

10. The Police and CHP "911" emergency dispatch centers shall immediately review and revise, as necessary, their emergency dispatch procedures and protocol specific to the handling of fire emergencies within the City of Fresno for improved efficiencies and effectiveness. Appropriate staff from the Police, CHP and Fire Department shall then meet to discuss and formalize, in writing, an emergency dispatch protocol memorandum of understanding for implementation by all responsible parties.
11. Additional training shall be provided to the Police Department "911" emergency dispatch personnel to ensure that all calls are logged and handled properly and in a timely manner, and department policies are strictly complied with by dispatch personnel.
12. FMC, Article 7 of Chapter 9, shall be amended to limit the size of debris piles within City of Fresno recyclable material facilities. Debris piles shall be protected by an approved water supply for firefighting purposes, in accordance with Section 903 of the Uniform Fire Code. The piles must be separated from adjacent piles or other exposures by Fire Department access roads. The grounds at the facility shall have a heavy lining to prevent any contaminated solution from seeping into the ground and water table.
13. Sufficient and appropriate training shall be provided to all Fire Department supervisors in fire management functions through the State Fire Marshal's Office, to include training specific to the circumstances of the Crippen fire and other similar emergencies.
14. The Fire Department shall develop and implement a "Fire Watch Policy and Protocol" which establishes procedural requirements for the Fire Department to perform prior to releasing property back to its owner and leaving the scene of a fire. A written agreement shall be executed between the Fire Department and property owner which will dictate the plan of action to be carried out by both the Fire Department and property owners when a fire has occurred.

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15. The Fire Department, in conjunction with the Air District and County Community Health Department, shall develop fire safety messages for unhealthy situations caused by an emergency incident (fire, hazardous spill, etc.), as well as a mechanism/procedure to

disseminate these messages in a timely and effective manner to the community in closest proximity to the incident.

#### **D - Health & Safety - Responsiveness and Communication Within the Community and City of Fresno**

The demolition fire at the Archie Crippen Excavation facility generated several concerns with regard to the health and safety of the citizens of the City of Fresno. Included among these concerns/questions were the following:

- (1) *Were the health and safety dangers of the fire appropriately recognized and relayed to the affected residents in a timely and effective manner?*
- (2) *Was there a mechanism by which worried or concerned citizens could obtain prompt and pertinent information regarding their health and safety questions?*
- (3) *Are there lingering health effects resulting from this incident?*
- (4) *What will be done to remove the residue of this incident and to monitor for environmental contamination during the subsequent clean up?*

Awareness of the fire by the Fresno Fire Department occurred on January 11<sup>th</sup>. County Environmental Health officials were notified of the fire on January 13<sup>th</sup>. It was then acknowledged as being a complex fire and State and Federal resources were requested on January 14<sup>th</sup>. In addition to previous daily media air pollution advisories, the San Joaquin Valley Unified Air Pollution Control District and City officials began to distribute informational sheets to residents in the vicinity of the fire. It has been recognized that this information was appropriate but it has been determined that it was insufficient in numbers distributed and language alternatives.

The US Environmental Protection Agency (EPA) and California Integrated Waste Management Board (CIWMB) arrived the morning of January 15, 2003. EPA immediately initiated onsite and perimeter air sampling for acute toxins to establish worker safety parameters for response personnel and to determine potential offsite impacts to area residents. At this time a Unified Command Team was established with the Fresno City Fire Department Interim Fire Chief, Fresno County Director of Environmental Health/OES and the On-Scene Coordinator from EPA. The Unified Command utilized the Incident Command System during the entire response and fire suppression effort.

At the request of Fresno County Environmental Health, on January 16, 2003, the Unified Command agreed to convene a Public Health Group consisting of the interim County Health Officer, State and Federal toxicologists, and Air Board technicians. This group, throughout the fire incident, further analyzed the fire and it's emissions and developed an additional health advisory

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expanding upon the information previously issued by the Air District. This was presented and distributed at the town hall meeting held on January 23, 2003, to address issues from the public regarding the fire. This information was formally shared with the Fresno Unified School District the

following evening. This is the first time ever in the State of California where toxicological health professionals from multiple agencies have responded to an emergency location to assist local health officials in evaluating public health risks associated with an ongoing emergency incident.

In response to concerns and symptoms reported by residents living in close proximity to the fire, local legislators were able to convene a health screening at a nearby school on January 25<sup>th</sup>. Local volunteer medical experts conducted interviews and medical evaluations that revealed that many of the residents were experiencing the symptoms of irritation and inflammation of the respiratory tract. These types of symptoms were not unexpected due to the Particulate Matter (PM) resulting from the smoke being emitted from the fire. Additionally, residents with preexisting chronic respiratory or cardiovascular illnesses were advised to seek further medical care for their condition.

While emergency room visits and pre-hospital events were not increased this year over the prior year during the time that the fire burned, it is thought that office-based physician visits and hospital clinic visits for asthma breathing treatments had increased. The EPA and Air District continued to monitor emissions during the efforts to extinguish the Crippen fire, both at the site and throughout the City. The Public Health Group also continued to review the monitoring data and provide consultation to the Unified Command.

At the current time, more than two months after the known onset of the fire and more than one month after it being extinguished, there continues to be reports of residents with breathing and allergy-like symptoms.

With regards to question number (1) above, it is believed that despite the lack of prior experience with this type of fire, health information was appropriate and timely. However, it is also believed that any future similar incidents should elicit the immediate solicitation of advice from the County Health Officer and increased distribution of information in pertinent languages within the effected community.

With regards to question number (2) above, there was a perceived lack of a central informational health “hotline” to assist concerned/worried impacted residents. Although residents should always, for their own health and safety, address their concerns to their health care provider, providing such an informational service on a limited basis may well be appropriate in any future similar or emergency type event.

With regards to question number (3) above, there is presently no investigative mechanism in place to either confirm or negate complaints of lingering health effects that may have resulted from the Crippen fire, versus those resulting from the usual unhealthy air present in the San Joaquin Valley. It would be extremely difficult, if at all possible, to devise any study that could clearly and accurately distinguish lingering health effects of this particular fire from those effects of persistent San Joaquin Valley winter air pollution.

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With regards to question number (4) above, after the fire was suppressed, a Phase II stabilization and monitoring plan was initiated to manage the site into three debris cells, with perimeter wastewater berms and roads. Currently, staff from County Environmental Health are monitoring the fire debris area for the presence of spontaneous combustion, waste water accumulation, berm and road integrity, and to ensure no further debris is added to the area. Requests to the state and

federal governments have been made to assist in the removal and proper disposal of the fire debris. Alternatives being explored as to how this material will be handled and an evaluation of the waste characterization sampling results are currently underway. Determinations and decisions relative to the management of this waste will be predicated on conclusions reached from the waste characterization.

**Proposed Recommendations** to address, improve and strengthen the above noted issues and concerns regarding health, safety and emergency response activities are as follows:

16. A well-publicized, telephonic “menu line” shall be developed and implemented with appropriate health, safety and emergency responses/resource referrals for a wide variety of important citizen information sharing circumstances. An alternative would be the development and implementation of a Citywide emergency “hotline” that would be activated during a citywide emergency situation. Appropriate City and County agencies shall meet and discuss the logistics, user needs and feasibility of this recommendation prior to its implementation.
17. The Fresno County Department of Community Health shall inquire of the State Department of Health Services and the EPA as to the existence of any studies or data from previous similar incidents, and seek assistance in conducting a local study to evaluate any lingering health effects in the community of closest proximity to the Crippen fire. The study shall be coordinated by a Committee made up of at least one-third representatives from Southwest Fresno. All EPA and other agency test results and monitoring data from these studies shall become a subsequent attachment to this report as soon as they become available.
18. The City, in conjunction with the Fresno County Department of Community Health, shall develop a formalized communication network/protocol that will dictate and coordinate health and safety issues and related responsibilities between the San Joaquin Air Pollution Control District, EPA, School Districts, local law enforcement and fire safety agencies, hospitals, Community Based Organizations and other agencies as appropriate. The development of this communication network/formalized protocol is critical in order to communicate accurate, timely and sufficient information throughout the Fresno community when emergency type situations occur, e.g. fires, floods, earthquakes, terrorist activity, etc.
19. The City’s Emergency Operations Plan dated August 2001 shall be reviewed by the Emergency Preparedness Officer and updated, as necessary, to ensure it adequately addresses all types of emergencies and disasters that may occur in the City of Fresno. Revisions to the Plan document should be made as a result of the Crippen fire emergency to include areas identified as not within the Plan document, e.g. formalized and structured communication protocol between the City, County, State and other agencies and the community, based on the type and severity of the particular emergency, “first responders” primary functions and role, etc.

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20. The City’s Emergency Preparedness Officer’s role shall be more specifically defined and recognized by the City, to ensure prompt engagement and participation in the coordination of needed emergency response resources and communication within an effected community. In addition, quarterly announcements and updates regarding the City’s Emergency Preparedness Program shall be disseminated throughout the community to ensure all Fresno citizens are aware of and familiar with this Program.

21. FMC, Article 27, Emergency Services Ordinance, shall be reviewed by all appropriate City Departments who would be directly or indirectly involved in any type of City emergency, in order to be thoroughly familiar with this Ordinance and their Department's respective functions and responsibilities when emergencies occur in the City of Fresno.

**E - Utilization of Local Waste Transport and Recyclable Material Operators  
by Governmental/Municipal Agencies**

Within the City and County of Fresno, several Governmental, Municipal and educational agencies utilize the services of local waste transport and recyclable material operators to transport and dispose of their waste, construction and recyclable materials. These agencies include the City, County, State and Federal, as well as various school and college districts.

**Proposed Recommendations** to ensure that the contracted transporters and operators providing these type services to the Governmental, Municipal and education agencies are in strict compliance with local Ordinances, CUP's and regulations:

22. All Governmental, Municipal and educational agencies within the City of Fresno shall obtain written verification from the appropriate City and/or County department that the waste transport and recyclable material operators they are going to utilize are in full compliance with all local Ordinances, CUP's, and regulations prior to entering into contracts for services with such businesses.
23. The City's Planning and Development Department shall establish and maintain a list of all approved and properly established waste transport and recyclable material operators within the City of Fresno. They shall be monitored on an ongoing basis for compliance with CUP's and/or business license requirements and, if found to be out of compliance at any time, shall be removed from the City's approved operators listing.
24. The City shall evaluate all future requests by recyclable material/waste facilities to establish their business operations within the City limits in order to prevent and/or minimize any further health and safety risks and exposure to the citizens of Fresno.



## **Archie Crippen Excavation Fire (Marks & Nielsen)**

### **“Chronology of Events”**

**1980** Archie Crippen family received Conditional Use Permit (CUP) from the County of Fresno.

**1982** Archie Crippen received his license to operate at the Marks and Nielsen site.

**1983** Archie Crippen property annexed into the City of Fresno.

**1994** Archie Crippen expanded his business and the CUP was modified to include road debris, asphalt and concrete.

#### **March 2001**

In response to a presentation by Harlan Kelly at a City Council meeting, City staff was directed to:

- Assess current status of environmental contamination at a specific recycling site;
- Assess status of specific properties for code violations;
- Assess zoning for general location in southeast Fresno;
- Assess the ability to provide financial assistance to relocate a separate recycling facility.

#### **May 2001**

Results of an in-depth staff report found that the property identified on Marks and Nielsen as Archie Crippen Excavation was found to have no zoning or code violations at that time.

#### **Saturday, January 11, 2003**

- Police/Fire Communications center dispatched engine company 3 to an outside trash/rubbish fire at 3:16 AM.
- Engine 3 arrived and called for an additional engine, water tender, and truck.
- Battalion Chief dispatched to incident 31 minutes after initial dispatch.
- Property owner (Mr. Crippen) on scene 40 minutes after initial dispatch.
- Property owner (Mr. Crippen) committed 1 excavator, 1 dozer, and 1 water tender to fight fire.
- Surface fire extinguished.

(Total City commitment for the first morning - 3 engines, 1 truck, 1 water tender, and 1 Battalion Chief)

**Attachment 1**

### **Change of Shift Saturday morning (0800)**

- FFD operations continued in order to get at deep-seeded fire. **Operation turned over to property owner at 1734 hours (5:34 pm)** with action plan conveyed to property owner. Continued to cut fire break in pile and use hose line to cool hot spots. Call back if fire flares back up.
- Property owner stated he had the resources to handle the situation.
- Police/Fire dispatch given direction to send engine company if multiple calls are received or if call comes from property address prior to leaving scene.
- Engine 3 dispatched again at 2201 hours (10:01 pm), 3.5 hours after Crippen's grandson called).
- Engine 3 called for 2 additional engines, 1 reserve engine, and 1 truck company.
- Fire had now spread to south side of pile (portion that was being cut off from main pile).
- Water from firefighting operation was threatening stability of the ladder truck.
- Fire was beginning to spread beyond the reach of the aerial master stream.
- Two engines and one truck remained at scene all night.

### **Sunday, January 12, 2003**

- Change of shift (0800). 2 engines and 1 truck committed to the fire.
- Fire spread to west side of pile and on to top of pile.
- Water run off was about to contaminate the neighbors' property.
- Chief Aranaz contacted and briefed about possible cost recovery effort. Information on size of fire was not relayed.
- Ladder pipe operation was discontinued. Hand lines continued to fight fire that threatened exposure piles on south side.
- Heavy equipment continued to cut fire breaks.
- Two engines remained at scene all night.

### **Monday, January 13, 2003**

- Change of shift (0800). 2 engines committed to the fire.
- Fire had spread to all of south side, the majority of west side, and half of east side of the Archie Crippen Excavation site.
- Chief Aranaz contacted via telephone at 1540 hours (3:40 pm). He was at the fire site by 1600 hours (4:00 pm) to assess situation. More help was then determined to be needed. Fresno County Environmental Health was called.
- Crews remained on scene 24 hours.

### **Tuesday, January 14, 2003**

- Chief Aranaz called Operations meeting to discuss potential action plans.
- At 1400 hrs Fresno County Environmental Health met with Fresno Fire Department at the Archie Crippen site.
- Tim Casagrande of Fresno County Environmental Health placed a call to California State Integrated Waste Management Board (IWMB), experts in deep-seeded fires, and requested they respond.
- Foam from US Forrest Service arrived at site.
- San Joaquin Valley Unified Air Pollution Control District continues to conduct routine air monitoring and begins issuing unhealthy air warnings to all media outlets.
- Crews remained on scene 24 hours.

### **Wednesday, January 15, 2003**

- CIWMB and US Environmental Protection Agency (US EPA) arrived on site to assess situation; EPA also began air monitoring at the onsite and at the perimeter fence line.
- CIWMB management was contacted by Todd Thalhamer to request state resources.
- City Manager Hobbs and City Officials (Councilmember Cynthia Sterling) toured the Crippen Fire site with City Public Information Officer Patti Miller.
- US EPA requested foam not be used until its compatibility with environment could be determined.
- Unified Command was established with City of Fresno Interim Fire Chief Aranaz, County of Fresno Environmental Health Director Tim Casagrande, and US EPA On-scene Coordinator Michelle Rogow.
- Crews remained on scene 24 hours.

### **Thursday, January 16, 2003**

- CIWMB and EPA committed state and federal funds and resources to fight fire.
- State Office of Emergency Services arrived on scene and committed personnel to assist on site.
- Crews remained on scene 24 hours.
- A Joint Information Center (JIC) comprised of local, state and federal Public Information Officers was established by the Unified Command (first time in state) to coordinate media information and requests, develop and distribute fact sheets and assist with accurate and timely news releases.

### **Friday, January 17, 2003**

- Heavy equipment (two large excavators with claw attachments and large

- bulldozers) arrived on scene and were outfitted with supplied breathing air.
- City Manager Hobbs issued a Proclamation of Existence of a Local Emergency, as City Council was not in session. County Administrative Officer also declared a local emergency for Fresno County.
- Crews remained on scene 24 hours.

### **Saturday, January 18, 2003**

- More heavy equipment arrived on scene. Earthen berms were formed around pile. Lay down yard was made ready to begin pulling pile apart.
- Aerial ladders flow water all night to pre- cool pile for next day fire fight.
- A letter to City residents was sent out by City Manager informing them of potential risks and contacts for assistance.
- At 11:00 am, a Press Conference was held, including Mayor Alan Autry, Council Member Cynthia Sterling, City Manager Dan Hobbs, and Interim Fire Chief Aranaz.
- Crews remain at scene all night.

### **Sunday, January 19, 2003**

- Heavy equipment began to pull the pile apart.
- Mayor Autry announced the formation of a Task Force to examine the events associated with the Crippen Fire and to examine the City's current Conditional Use Permit (CUP) process to see if changes should be made.
- EPA released air sample report - Michelle Rogow, EPA spokesperson stated, "Air samples taken Wednesday the 15<sup>th</sup> near Marks and Nielsen Avenues contain hazardous chemicals, but not enough to cause concern. If found in higher concentrations, they could possibly cause a risk to the population, but not at this point".
- Unified Command agrees with request from Environmental Health to convene a Public Health Group consisting of the Interim County Health Officer, State and Federal Toxicologist and Air District staff.
- Crews remain at scene all night.

### **Monday, January 20, 2003**

- Foam (F-500) was used to penetrate the debris and reduce emissions.
- Crews remain at scene all night.

### **Tuesday, January 21, 2003**

- Williams Fire and Hazard Control were called in by EPA for consultation.
- Crews remain at scene all night.

**Wednesday, January 22, 2003**

Elected Officials were briefed by the City Manager on the status of the Crippen Fire and planned course of action to be taken. Fire crews on scene 24 hours.

**Thursday, January 23, 2003**

- Press Conference held by City Officials at 5:00 pm prior to Public Meeting.
- Public Meeting was held in Council Chambers to disseminate information to the public and answer questions regarding the Crippen Fire incident.

**Friday, January 24, 2003**

Firefighting crews from Williams arrived at the Crippen site and began work along side of Fresno City firefighters.

**Saturday, January 25, 2003**

- Foam brand was changed from F-500 to Thunderstorm.
- Third D-9 dozer arrived and was fitted with supplied air.
- Crews remain on scene all night.

**Tuesday, January 28, 2003**

State of Emergency was reaffirmed by City Council.

**Friday, January 31, 2003**

- Third D-9 dozer was used to help with fire fight.
- Fourth excavator arrived and was fitted with supplied air.
- Crews remain on scene all night.

**Saturday, February 1, 2003**

- Fourth excavator joined the fire fight.
- Crews remain on scene all night until fire is declared contained.

**Tuesday, February 11, 2003**

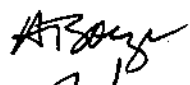
- Fire was declared contained at 1000 hours.
- Williams group was sent home along with State OES and CIWMB.
- US EPA stayed on site to help stabilize pile.
- 2 excavators and 2 D-9 dozers stayed on site.


**Thursday, February 13, 2003**

CIWMB performed waste characterization sampling; results forthcoming.

March 4, 2003

TO: DANIEL G. HOBBS, City Manager

THROUGH: ANDREW T. SOUZA, Assistant City Manager 

FROM: NICK YOVINO, Director, Planning and Development   
JOEL ARANAZ, Interim Fire Chief, Fire Department  
JERRY DYER, Chief, Police Department

RE: CONDITIONAL USE PERMIT (CUP) ENFORCEMENT REPORT

## **BACKGROUND**

In May of 2002, the City Council directed the City Manager to form an internal task force to make a recommendation for a pro-active CUP enforcement program. The departments represented on the task force were the Planning and Development, Housing Economic and Community Development, Fire and Police Departments.

The task force met during the next several months and evaluated current procedures, regulations and available resources. The task force was guided by the policies in the draft 2025 General Plan (ultimately adopted in November 2002) which advocated proactive code enforcement in the City of Fresno. The following conclusions were reached by the task force:

1. A pro-active enforcement program is needed not only for CUPs but for all entitlements and permits that are issued for those sensitive land uses and businesses that most directly affect public health, safety and welfare. The task force identified four (4) primary sensitive use categories. The chart below depicts the proposed categories and approximate number of projects:

Type	Existing*	Annual Intake*
<b><i>Waste storage and recycling facilities</i></b>	20	3
<b><i>Alcohol sales</i></b>	900	35
<b><i>Hazardous materials; manufacturing, assembly, storage and transport</i></b>	300	15
<b><i>Group events such as concerts, dances, banquets and other assembly uses</i></b>	150	15

\*existing and annual projects are estimates only.

March 4, 2003

Page Two

Re: Conditional Use Permit (CUP) Enforcement Report

2. A pro-active code enforcement team needs to be established to implement the new program. The team should consist of five (5) new positions within the Code Enforcement Division. The staff will need to be jointly trained to best coordinate with Police, Fire, Planning and the City Attorney's Office and should be provided uniforms, badges, and their own vehicles. Utilizing resources assigned from various departments was considered, but it was felt that a specialized team totally within the Code Enforcement Division would operate most effectively and cost efficient. The team will monitor new and existing entitlements and permits for determined sensitive uses and be responsible for the total enforcement process from initial review to complete abatement of any violations.

As this is a new and heightened level of enforcement activity, a new funding source needs to be identified to pay for the team. Anticipated funding options include permit and/or business license surcharges, and/or new flat fees. The estimated required resources to establish the team are as follows:

Neighborhood Specialists I/II (5 FTEs)	\$250,000
Vehicles (5)	\$125,000
Training	\$ 5,000
Overhead (.10)	\$ 38,000
Attorney Fees	\$100,000
<b>TOTAL</b>	<b>\$518,000</b>

3. Local enforcement laws and procedures need to be strengthened. Existing law needs to be analyzed and improved for effectiveness. The City Attorney's Office must have adequate resources to effectively and completely prosecute violators in a timely manner. The new laws and procedures must be given high priority so that they can be in place soon after the team is formed. Laws need to be amended to increase penalties and reduce abatement times. The Zoning Ordinance needs improved development standards that can be made project conditions through entitlement and permit processes.

### **RECOMMENDATION**

It is recommended that the above described program be established, upon identification of funding sources, and within the FY 2004 budget process.

City of  
**FRESNO**  
POLICE DEPARTMENT

MAR 25 2003

March 25, 2003

TO: DANIEL G. HOBBS  
City Manager

FROM: JERRY P. DYER  
Chief of Police

SUBJECT: CRIPPEN FIRE INTERNAL INVESTIGATION

On Saturday, January 11, 2003, at 3:14 a.m., the Fresno Police Department received a 911 call of a fire at 3230 W. Nielsen, Archie Crippen Excavation. The Fresno Fire Department (FFD) was dispatched to the call. After fighting the fire for approximately fourteen hours, FFD left the location at approximately 5:00 p.m., turning the scene over to the owner, Archie Crippen. FFD informed the fire dispatcher the owner would be posting a "fire watch" throughout the evening. FFD indicated we might get some calls due to the smoke, and requested we use our own judgement in handling the calls. FFD indicated they would respond if: 1) we got multiple calls or, 2) if the call originated at the Nielsen address. The Department subsequently received twelve calls related to the fire between 5:00 and 10:00 p.m. Shortly after 10:00 p.m., FFD was re-dispatched to the scene, in response to a 911 call received by this Department.

On Tuesday, February 4, 2003, our Department received a media inquiry from Channel 47, who was doing a story regarding the Crippen fire. Channel 47 had a tape recording of six calls that our Department received regarding reports of a fire at the location. According to Channel 47, the recordings were obtained from the City's Public Information Officer, Matt Otstot. The reporter, who agreed to provide the Department with a copy of the recordings, wanted to know why we had not sent the Fire Dept. to the location. Following the media inquiry, I directed an internal investigation be conducted into the allegations that our Department failed to respond to the reports of a fire. Lt. Lydia Carrasco, Communications Bureau Commander, conducted the internal investigation into these allegations.

The internal investigation revealed the following:

On Saturday, January 11, 2003, at 3:14 a.m., the Fresno Police Dept. (FPD) received a 911 call of a fire at 3230 W. Nielsen, Archie Crippen Excavation. The Fresno Fire Department (FFD) responded to the call. At approximately 5:08 p.m., FFD left the scene. Engine 3 informed the fire dispatcher on the radio, "We turned the scene over to the RP. He's going to be posting a fire watch throughout the evening. You may get some calls on it, for the smoke. Go ahead and use

your judgement." At 5:19 p.m., Engine 3 sent an administrative message via computer to the fire dispatcher stating, "You will probably be getting calls all night. If you get multiple calls, then send us. If the call originates from the address on Nielsen, send us." At 5:22 p.m., the fire dispatcher forwarded Engine 3's administrative message to all Communications personnel.

A search of incoming calls revealed a total of twelve calls received on January 11, 2003, between 5:00 p.m., when FFD left the scene, and 10:00 p.m., when they were re-dispatched. The first call was received at 6:35 p.m. from Matt Crippen (Archie Crippen's grandson). He reported a wood pile on fire at 495 N. Marks, Archie Crippen Excavation. He informed the complaint taker that FFD left 2 hours ago. The complaint taker made up a call, leaving out the reporting party's last name, the name of the business and the information provided that FFD had left 2 hours ago. The fire dispatcher, unaware that the caller was the grandson of Archie Crippen, subsequently cancelled the call as she felt it did not meet the criteria given by FFD for a response. This was the only call she knew of, and she assumed the caller was not the owner as the address was not on Nielsen.

At 7:30 p.m., the second call was received from a reporting party (RP) later determined to be Matt Crippen. He did not identify himself. He said he was calling from 495 N. Marks and was reporting a fire which looked "pretty bad." He said he called 30 minutes ago. He inquired how long it would be and said "we've got a tractor now in the fire." He was told it shouldn't be too long. The complaint taker did not ask the RP for his name or phone number, nor did she ask additional questions regarding the tractor in the fire. She explained she had a difficult time understanding the RP and didn't understand him to say there was a tractor on fire or in the fire. She did send the fire dispatcher an administrative message, informing her she was getting a call from the RP on the previously cancelled call (above). She asked the fire dispatcher if she wanted her to make up a call. She was told by the fire dispatcher she should only make up a call if the reporting party was calling from 3230 W. Nielsen. No event was made up and FFD was not dispatched. She didn't question the fire dispatcher and figured everything was under control and that she handled the call to the best of her ability.

At 7:52 p.m., the third call was received from an unidentified female reporting a fire at Archie Crippen's, Nielsen/Marks. The complaint taker informed the caller, "We've been working on it since last night. It'll take a while to get it down." No event was made up and FFD was not dispatched. The complaint taker recalled the administrative messages that were sent out regarding FFD's criteria for a response back to the location of the fire. She knew FFD did not want to be sent back out unless we received multiple calls or if the call originated from Archie Crippen himself. She assumed, based on previous experience with a wood chip fire, that the term "fire watch" meant FFD would be returning to the fire scene to conduct periodic checks. She did not request additional information from the caller as she didn't think it would be needed. She

considered the information provided by Engine 3 and figured we would be receiving calls, so she was not real concerned about it. She did not feel it necessary to make up a call or notify the fire dispatcher of her call.

The fourth call, a 911 transfer from CHP, was received at 7:52 p.m. The RP was an unidentified female reporting a fire at Marks/Nielsen. The complaint taker informed the caller, "We're already aware of that and we're keeping an eye on it." No event was made up and FFD was not dispatched. Based on the information contained in the previous administrative messages, as well as the supplements in the call, she felt the situation was under control and did not warrant further inquiry or a call being made up. She acknowledged she made some bad assumptions based on the information she had, that things were under control when in fact they were not.

The fifth call was received at 7:55 p.m. from an unidentified female caller reporting a fire on Nielsen near Brawley. The complaint taker advised the caller, "It's a wood chip fire. We're monitoring it." No event was made up and FFD was not dispatched. The complaint taker, who also took the 7:52 p.m. call above, did not inquire further and assumed the reporting party was seeing smoke only and that the situation was under control and being monitored. Again, she acknowledged she made some bad assumptions based on the information she had, that things were under control when in fact they were not.

The sixth call was received at 7:55 p.m., from a caller named "John" reporting a fire with a lot of flames seen near Valentine/Dudley. The complaint taker made up a call for FFD to respond and sent it to the fire dispatcher. The fire dispatcher, unsure if the call was related to the Crippen fire because of its location, contacted Station 9 at 7:59 p.m. She spoke to Captain Esparza and told him the caller reported seeing flames and asked if it was related to the previous call. Captain Esparza told her he thought it was related. She told him she would go ahead and cancel the call and he agreed with her. At 8:01 p.m., she entered a supplement to the same call, stating that per Engine 9, this event would be related to the wood chip fire and FFD would not be responding. She then cancelled the call.

The seventh call was received at 8:18 p.m., from a CHP dispatcher, in response to a CHP officer inquiring about a burn at Nielsen/Valentine where the officer saw smoke. The complaint taker advised it was a wood chip fire that was smoldering and that we were only going out if the owner called. No event was made up and FFD was not dispatched.

The eighth call was received at 9:22 p.m., from an unidentified female reporting a fire at Nielsen/Marks. The complaint taker advised the caller we were aware of it and the owner was taking care of it. No event was made up and FFD was not dispatched. When the complaint taker received the call, there had been no change in how calls regarding the fire should be handled. She

acknowledged it was possible the caller could have been calling from the scene of the fire and that it may have warranted a response from FFD if she had requested additional information. The ninth call was received at 9:38 p.m., and was a 911 call from Security at Fresno Auto Dealer Auction, 278 Marks. The caller reported he could see a fire burning northeast of him. No event was made up and FFD was not dispatched. The complaint taker was familiar with the fire and heard discussion amongst the complaint takers that FFD was only going out if the owner called in. She contacted the fire dispatcher, informed her of her call, and asked if she should make up a call. The fire dispatcher told her that unless it was the owner calling in, they already knew about it and not to make up a call. She followed her direction and did not make up a call.

The tenth call, a CHP transfer, was received at 9:46 p.m., from an unidentified male reporting a fire. The complaint taker advised him it was a wood chip fire that was just going to have to burn itself out. The caller said he knew Archie Crippen. The complaint taker told him he (Crippen) was at the location watching it. No event was made up and FFD was not dispatched. No additional information was obtained from the caller. The complaint taker explained she didn't think it was the owner calling as she knew he was not at the location of the fire. She acknowledged no one ever told her the fire was going to have to burn itself out, and this was probably a bad choice of words. She was basing her response on a previous wood chip fire she was involved in where FFD explained the fire would be smoldering for quite a while as it was not a fire that could be extinguished by spraying it with water.

The eleventh call was received at 9:59 p.m., a 911 call from an unknown male reporting a large fire in the area of Whitesbridge between Marks and Hughes. The complaint taker told the caller it was a wood chip fire and the property owner was on site monitoring it. No event was made up and FFD was not dispatched. The complaint taker did not request additional information from the caller and felt the call did not meet the criteria for a call being made up. She did not think the caller was Mr. Crippen as he was vague with information and did not know the exact location of the fire. She did not consider that he could be calling on behalf of the owner. She was not aware of multiple calls coming in. She acknowledged she would not have known if there had been a lot of calls coming in.

The twelfth call was received at 10:00 p.m. from Maria Garcia, reporting a "humongous" fire, possibly at a dump site on Marks at Nielsen. A call was made up and sent to the fire dispatcher who dispatched Engine 3 to the call. After dispatching Engine 3, she felt maybe she should not have dispatched them based on the previous information so she called Station 3 to see if they wanted her to cancel the call. She talked with Captain Martino who asked her questions about the types of calls we were receiving. He asked if most of the calls we were getting were reports of smoke or fire. She said they were reports of smoke (which was inaccurate). She based her response on only the calls she received and not information regarding other calls coming in. She

acknowledged the information she conveyed to Captain Martino was not accurate. Captain Martino told her they would go ahead and do a "drive by" to take a look at it. She interpreted this to mean they would be responding Code 2, which is why she added this supplement to the call. A Code 2 response is one in which a response is expeditious, while obeying all traffic laws. FFD Interim Fire Bureau Chief Cirilo Medina confirmed that doing a "drive by" to take a look at it would be a Code 2 response. Standard protocol for the initial response to a fire is a Code 3 response, meaning an emergency response with lights and siren activated. The only exception, according to the FFD Fire Manual, is a report of a warming fire, which is contained and there is no threat or hazard present. However, a Fire Captain does have the discretion to downgrade a response, based on information he/she possesses at the time.

According to Archie Crippen, FFD did not return to the scene until 11:30 p.m. that night. He reported seeing a fire truck driving back and forth in front of the location, but it would not come in. He did not know why they would not come in as the gates were open for them to drive right in. At approximately 8:00 p.m., Archie Crippen saw two FFD engines parked at Marks/Belmont. Mr. Crippen's grandson Matt Crippen, said his father's friend told them he saw two FFD engines sitting down the street on Belmont@ Brawley. They were there for about 1 ½ hours. This is what prompted his third call to 911. He also saw one engine parked at Belmont/Marks.

### Conclusion

It appears the information received from FFD when they initially left the scene resulted in some confusion on the part of Communications personnel. FFD informed Communications personnel that they might get some calls due to the smoke, and they should go ahead and "use their judgement". There was uncertainty regarding the term "fire watch" and its meaning. This term is not contained in the Fire Manual's Glossary of Terms. Some personnel did not make up events when receiving calls from reporting parties, based on the information provided by FFD. Although this did not absolve them of the responsibility to inquire further and possibly make up a call, some of them relied on the fact that the fire dispatchers had cancelled two calls, one in which FFD agreed with the call being cancelled. Also noteworthy is the fact that Mr. Archie Crippen himself never called the Department. His grandson Matthew Crippen called twice and each time gave an address of 495 N. Marks, the main address of the business and not the Nielsen address where the fire occurred. As a result, Communications personnel did not recognize this address as the location of the previous fire.

A total of five Emergency Services Dispatchers and one officer were the subject of the internal investigation. All were investigated for failing to make up a call for FFD to respond, and/or failing to seek additional information from reporting parties. The investigation revealed there were violations of Department policy that occurred, however, there were some mitigating

City Manager Hobbs  
Crippen Fire Internal Investigation  
March 25, 2003  
Page 6

circumstances that contributed to their handling of calls related to the fire that night.

Attached for your review are transcripts of the calls received, as referenced above, as well as transcripts of radio traffic and telephone conversations between Communications personnel and FFD personnel.

attachments

LC

Wood Chip Fire - Transcription  
Call #1835Z, Event 03AB2916, RP: Matt Crippen

Good Evening. At the tone Pacific Standard Time will be 6:35 and 50 seconds. (Beep)

Operator: AECE Fresno Police

Operator: Go ahead.

Operator: Hi, transferring you a fire.

Operator: Go ahead.

R/P: Ah, ah its 495 N. Marks.

Operator: What's on fire.

R/P: Ah, its a wood pile. Ah, they already had it burning one (inaudible). It was a, they already had them out here.

Operator: Is this front of the residence or what.

R/P: Ahh, actually business residence, Archie Crippen Excavation.

Operator: (Inaudible)

R/P: The fire department just left about two (2) hours ago.

Operator: Your name and cell phone.

R/P: Ah, Matt Crippen, 28 74 679.

Operator: I'm sorry, 28...

R/P: Ah 28, wait. Wha-what's this number? 28 74 679. Yeah. Did you get that?

Operator: Yes I did.

R/P: Okay. (Inaudible)

Operator: Is there, is it a legal burn.

R/P: Naw, ah ah (inaudible) I describe it.

R/P: No, no, its not an illegal burn. It was a ah natural causes.

Operator: Okay, we'll get the Fire Department out there.

Operator: Okay, we'll get the Fire Department out there.

R/P: Thank you.

Wood Chip Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 7:30 and 40 seconds. (Beep)

Operator: Fresno Police

R/P: Yeah, I'm calling to (inaudible) a fire, reporting a fire.

Operator: A fire. (Cut off)

R/P: Yeah, reporting a fire at 495 N. Marks.

Operator: Okay, hold on. How long ago?

R/P: It was about 30 minutes ago.

Operator: Okay. Yeah. We're showing a, our Station 3 out there. Is it still going on?

R/P: Yeah, its going on. It looks pretty bad actually.

Operator: Yeah, this has been an all day thing since today at 3 O'clock in the morning and they keep having to go out there.

R/P: No, they've been out here one time and the just left earlier.

Operator: They've been out there several times.

R/P: Several?

Operator: Since 3 O'clock in the morning.

R/P: No, well, they came this morning and they've been here all day since and they just left. They never left. They were here all day.

Operator: Well, we've had other stations come and take their places.

R/P: Oh. Alright. Okay.

Operator: Okay. So, um, I'll let them know, okay.

R/P: Alright, well, ah you don't know when its going to be here then?

Operator: Uh, no, I don't. It shouldn't be too long. I'll check with the dispatcher again.

R/P: Alright, well the reason is we've got a tractor now in the fire.

Operator: Uh-huh.

R/P: We got a tra...peach(?) tree equipment in the fire.

Operator: Ah-huh.

R/P: So, uh, alright.

Operator: Okay. Bye.

R/P: Bye.

Wood Chip Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 7:52 exactly. (Beep)

Operator: Hi CHP

R/P: Hi, there is a fire at um Archie Crippen's Ex um I don't know how you call it.

Operator: Yeah (inaudible)

R/P: (inaudible)

Operator: On Neilson and Marks.

R/P: Yes. You know about it already?

Operator: Yeah. We've been working on it since last night. It'll take a while to get it down.

R/P: Well, okay.

Operator: Okay.

R/P: Thank you.

Operator: All right, Bye-bye.

R/P: Bye-bye.

## Wood Chip Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 7:52 and 30 seconds. (Beep)

CHP: CHP

Operator: Hey, you know what I have uh 911 call for you. Is there a fire, I think she said its around Marks for something.

CHP: Marks and Neilson, is it the wood chip fire?

Operator: Umm, could be.

??? I'll talk to her.

CHP: Okay.

R/P: Well, I gotta take something out of the oven. Hello?

Operator: Fresno Police Department. Is this at Marks and Neilson, for the wood chip fire?

R/P: Yeah.

Operator: Okay, we are already aware of that and we're keeping an eye on it.

R/P: Okay. Thank you.

Operator: Thank you. Bye-Bye.

R/P: Bye.

Wood Chip Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 7:55 and 20 seconds. (Beep)

CHP: CHP:

R/P: Yeah, I just wanted to report a fire. Umm, we were going down Neilson at the...

Operator: The wood chips?

R/P: Umm, we were on Brawley so I don't know if its down that way. But it was to our left of Brawley. Like heading towards..

Inaudible

R/P: Yeah, Whitesbridge....

??? Whitebridge...

Operator: It's a wood chip fire. We're monitoring it.

R/P: Oh, okay, thank you.

Operator: Thank you. Bye-bye.

R/P: Bye-bye.

Wood Chip Fire - Transcription  
Event 03-AB3019

Good Evening. At the tone Pacific Standard Time will be 7:55 and 40 seconds. (Beep)

Operator: Fresno Police

R/P: Hi, um I was just um calling 'cause um from my house there's a fire. I believe its um Belmont and Valentine somewhere around the area. And ah you know ah I'm calling just in case it has ah just to make sure that everythings safe 'cause from where I live I see a lot of flames you know and I'm just calling.

Operator: Belmont and Valentine.

R/P: Yeah. I believe it's a its around its around that area somewhere. Because um, because um.

Operator: 'Cause they had som wood chips that were on fire out there by Neilson.

R/P: Oh, okay okay (cut off).

Operator: So did you see flames or are you just seeing smoke.

R/P: Oh no I could flames from my house and um I live on Valentine and Dudley and from Valentine and Dudley I could see, see the flames.

Operator: Okay, Hang on a second.

R/P: Hello?

Operator: Okay, hang on a second. I'm checking on it.

R/P: Oh.

Operator: Is it right on the corner of Valentine.

R/P: Um, I'm not really sure. Because ah from my house I could see flames way at the corner from where I live. Um, whe-when I go down the street if I had time. You know I could see flames a little bit further back on and thats the reason why I'm just calling you know.

Operator: Right. Okay and what is your phone number sir.

R/P: Ah, ah 320-4314.

Operator: And your name.

R/P: John.

Operator: Okay, John. But you're telling me that you did see flames. Right?

R/P: Yes.

Operator: Okay. Alright. We'll have somebody check on it.

R/P: Alright, thank you.

Operator: Thank you, bye.

## Wood Chip Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 8:18 and 30 seconds. (Beep)

Operator: Hi, CHP.

CHP: Hi. Umm. Do you guys have a report of a um burn at Neilson and Valentine area.

Operator: Yeah. What it is is that we had a wood chip fire there last night and its still smoldering and...

CHP: Oh, I see.

Operator: The responsible, the responsible is doing a fire watch on it himself there and if, if he calls us we're going out otherwise we're not.

CHP: Oh, okay. Alright thanks.

Operator: It's gonna smolder so if you get any calls (inaudible) unless its, unless its him.

CHP: Oh no, it was a an officer saying he sees a some smoke and he just thought it might be a control burn.

Operator: Yeah, you might want to send, just send 'em a message around. Let them know what's going on so (cut off)

CHP: Okay, thanks.

Operator: And probably for a another couple days it will be smoldering I think.

CHP: Okay, thanks.

Operator: Uh-huh.

CHP: Bye-bye.

Operator: Bye.

## Wood Chip Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 9:22 and 20 seconds. (Beep)

Operator: Fresno Police

R/P: Um, yes. Has anybody called about a fire on Neilson and Marks?

Operator: I guess. We're aware of it and the owner is taking care of it to.

R/P: Okay. Thank you.

Operator: You're welcome.

R/P: Bye.

## Wood Chip Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 9:38 and 30 seconds. (Beep)

Operator: 911 state your emergency.

R/P: Ah, this is security at the Fresno Auto Dealer Auction at 278 Marks. Ahh looking off to the northeast it appears to be off just south of Neilson. There is a fire burning somewhere's about where the school bus parking. Where they park the school buses. At least I could see fire from here.

Operator: Do you see fire or just smoke sir.

R/P: I see fire, flames, smoke and fire.

Operator: And it appears to be by what school.

R/P: I didn't say by a school. I said where they park the school buses, west of Marks.

Operator: Okay sir, I thought you said school, calm down. Okay.

R/P: I said its where they park the school buses or approximately there.

Operator: Okay.

R/P: It is off south of Neilson, west of Marks.

Operator: Okay, I know they we had a lot of smoke over there, the Fire Department was working something, but you do see flames.

R/P: But there is a lot of flames. Yeah, there is a fire there.

Operator: Okay, thank you.

R/P: Now maybe, it maybe one of the businesses that are on Marks but it appears to be about where the school bus parking lot is.

Operator: Okay, thank you.

R/P: Okie dokie, your welcome, bye.

## Wood Chip Fire - Transcription

The following is a Voice Print from the CT05 position at 2146 hours.

R/P: Hello?

Operator: Hi, CHP.

Operator: Hello?

R/P: Ah, whose this?

Operator: This is the Fresno Police Department. Can I help you?

R/P: Oh, yes, there's a, there's a fire out here on Marks....

Operator: Marks and Neilson? Yeah, It's a wood chip fire and they were out on it last night. Its just going to have to burn itself out.

R/P: Okay, yeah. I know, I know the person, its Archie Crippen's.

Operator: Yeah. He's at the location watching it tonight.

R/P: Okay. Alrighty.

Operator: Thanks.

R/P: Bye-bye.

Operator: Bye-bye.

Crippen Fire - Transcription

Good Evening. At the tone Pacific Standard Time will be 9:59 and 40 seconds. (Beep)

Operator: 911 state your emergency.

R/P: Yeah, I believe there's a large fire just off of Whitesbridge between Marks and Hughes.

Operator: Is it by Neilson?

R/P: Yes.

Operator: Yeah, there's a wood chip fire over there and the owner of the property is on site monitoring it.

R/P: Okay. It looked pretty big.

Operator: Yeah, Um. He said that if it got unmanageable he'd give us a call and we'll respond out there. But we've already been out there a couple times.

R/P: Okay.

Operator: Alright, thank you.

R/P: Thank you ma'am

Operator: Bye-bye.

R/P: Bye-bye.

Crippen Fire - Transcription  
Event 03-AB3164

Good Evening. At the tone Pacific Standard Time will be 10:00 and 20 seconds. (Beep)

Operator: FPD

CHP: CHP transfer ma'am, they're on the line.

R/P: Hello.

Operator: Fresno Police Department. Where are you.

R/P: Yes, I'm on Neilson and Marks and there's a humongous ol' fire going on.

Operator: Nelson and Marks.

R/P: Yes.

Operator: Do you know what is on fire.

R/P: Ah, you know I dunno know it looks like a dump site, but I dunno what it is. But it's a big ol' fire that's in flames. Its south on Olive.

Operator: It looks like a dump site?

R/P: It looks like a dump site. Has anybody reported anything?

Operator: No, I'm not showing anything. Hold on.

(Inaudible)

Operator: Your name and telephone number.

R/P: My name's Maria Garcia. My phone number is 349-8840.

(Inaudible - background noises)

Operator: It might be related to a, to um, a wood chip fire that I think they they are supposed to be letting burn but I'm not sure, I'm trying to find out. Okay, hold on.

R/P: Okay.

Operator: Okay from Marks and Neilson. Where do you see it burning towards? Is it north, south, east or west or...

R/P: Its on the south side. Its in between Bellman and Neilson.

Operator: Its what?

R/P: Its in between Bellman...Belmont and Neilson, on Marks. And there's a lot of cars going by there.

Operator: So, its between Belmont and Neilson on Marks, right?

R/P: On Marks, right. And its on the northwest side. I mean there's all these cars driving around looking at the flames you know.

Operator: Okay. They're going to go back to check on it, okay.

R/P: Thank you.

Operator: Ah-hah.

Operator: Bye-bye.

R/P: Bye-bye.

Voice Print Recording Transcription(s)

First call (1-2523637.wav)

Recorded on: Fire Channel 02, 1-11-03 at 17:08:32", Engine 3 to radio operator.

Transcription:

Engine 3: This is Engine 3

Radio Operator: Engine 3

Engine 3: This is Engine 3. We turned this thing over to the R/P. He's going to be posting a fire watch ah throughout the evening. You may hear some calls on it with the smoke ah go ahead and use your judgement. We're gonna go be, we're going be out of service a little longer delivering some equipment to North Central Alabine

Radio Operator: Alright, copy.

Truck 3: Engine 3 to Truck 3

Engine 3: Go ahead Truck 3

Truck 3: Do you have the shop truck and my firefighter with you?

Engine 3: That's affirmative.

Voice Print Recording Transcription(s)

Second call (1-2523730.wav)

Recorded on: Console FD01 Phone, 1-11-2003, 17:20:27 hrs, Operator to Battalion Chief 9.

Transcription:

Battalion 9: Battalion 9

Operator: (inaudible) Battalion 9. .... in Communications.

Battalion 9: Yes.

Operator: Engine 3 wanted me to advise you on that, I guess, wood chips or whatever they were out on ...

Battalion 9: Uh-huh.

Operator: Ah, he's turned over the scene to the R/P out there...

Battalion 9: Okay.

Operator: And they'll be doing a fire watch tonight and so that we'll probably be getting calls all night and advised us that if we get multiple calls to go ahead and send an engine back out..

Battalion 9: To take care of it...

Operator: Or if the call originates from there to send them back out. And he wanted to let you know that.

Battalion 9: Very good.

Operator: Okay.

Battalion 9: Are they cleared from there yet or...

Operator: Yeah, their dropping a portable tank or something off at North Central 44.

Battalion 9: Okay.

Operator: And then they'll be coming back in.

Battalion 9: Very good.

Operator: Okay.

Battalion 9: Thanks.

Operator: Thanks.

Battalion 9: Bye-bye.

Operator: Bye-bye.

Voice Print Recording Transcription(s)

Second call (1-2524906\_1.wav)

Recorded on: Console FD01 Phone, 1-11-2003, 19:59:58 hrs, operator calling Station 9.

Transcription:

Station 9: Good evening, Station 9, Captain (could not recognize name).

Operator: Hello there, this is . . . . . in Dispatch.

Station 9: Hi . . . . ., what's happenin'.

Operator: Well, I got a call in you area at Valentine and Dudley.

Station 9: Valentine and Dudley.

Operator: They could see flames in the area. Do you that's related to this ah wood chip fire?

Station 9: I think so.

Operator: I thinking so too.

Station 9: Okay, is it a passerby?

Operator: Yeah.

Station 9: Okay.

Operator: Not sure what was on fire.

Station 9: Yeah, that that's gotta be it.

Operator: Okay. Alright.

Station 9: You know (inaudible).

Operator: Yeah.

Station 9: Okay.

Operator: Yeah. So I'll just clear it out.

Station 9: Okay.

Operator: Thank you.

Station 9: Alright.

Operator: Bye-bye.

Voice Print Recording Transcription(s)

Second call (1-2525773\_1.wav)

Recorded on: Console FD01 Phone, 1-11-2003, 22:02:16 hrs, Operator calling Station 3.

Transcription:

Operator: Ooh.

Station 3: Truck 3, Firefighter Hensel speaking.

Operator: Hi, this is. . . . in Communications. I just dispatched Engine 3. Umm, I saw a dump site went ahead and hit it and then I realized it was the Marks and Neilson fire. We have gotten several calls of people just advising us of it. Do they want to go ahead and respond or should I cancel it?

Station 3: Umm. This is, this is Captain Martino on Engine 3 right here.

Operator: Okay.

Station 3: Um, what kind of calls have, did you say you're getting a lot of advisory calls.

Operator: We're getting a log of advisement. 'Oh, there's a big fire out here' and we're advising that it's the the wood chips on fire. 'Oh, okay that must be it' and...

Station 3: Okay.

Operator: Yeah.

Station 3: Ummm, are you getting reports that like uh there's a lot of flames being seen and...

Operator: No. No, mostly a lot of smoke.

Station 3: Okay. Ummm. I'll tell you what. We'll go out right now and take a look at it.

Operator: Okay.

Station 3: And just kind of do a drive by but like um later on and I think I've got the okay and the Chief's back on this that uh if they report like go ahead and put us en route so its not, so it doesn't look so bad.

Operator: Right. Gotcha.

Station 3: But um the Chief, the Chief is clear I believe that if um if they report like a lot of flamage and if you get a lot of multiple call calls of a big glow...

Operator: Ah-huh.

Station 3: Then go ahead and tone us out for that.

Operator: Okay. Otherwise, not.

Station 3: Otherwise if it sounds, if it sounds like something that your kinda iffy (?) then go ahead and call us or advise us. You can call us on the phone or tone us.

Operator: Okay.

Station 3: And uh but if you're just gettin' like 'Hey, we see smoke' and you tell them 'Yeah we know about it and its under control' that type of thing.

Operator: Right.

Station 3: Um, that's that's quite okay for us. --

Operator: Okay. What I'm gonna do, we just had a new shift start and I'm willing to bet that they didn't get this update. I got it 'cause I was here a little bit earlier and like I said I hit the dispatch and then realized 'oops' the dump site its its Marks and Neilson. So, I'll send around another message because we do still have that update from 1720 that unless there is a lot of flames or we get multiple calls...

Station 3: Yeah.

Operator: To advise people and most of them have been real cool about 'Oh, yeah that's what it is okay', so.

Station 3: If you uh if you get a call from the um the occupant out there..

Operator: Hm-huh.

Station 3: Definitely call us out for that 'cause he's been advised to call us if its something that he cannot control.

Operator: You bet.

Station 3: They're they have posted a fire watch out there and they have hose lines and stuff out there.

Operator: Okay.

Station 3: The company and the ah the owner out there is Archie Crippen, I believe his last name is.

Operator: Okay.

Station 3: So, if you get a phone call from him or anyone related to him then go ahead and dispatch us out there.

Operator: Archie Crimden?

Station 3: Crippen, I believe.

Operator: Crippen.

Station 3: C-r-i-p-p-e-n.

Operator: Okay.

Station 3: Crippen Excavation is what the company is.

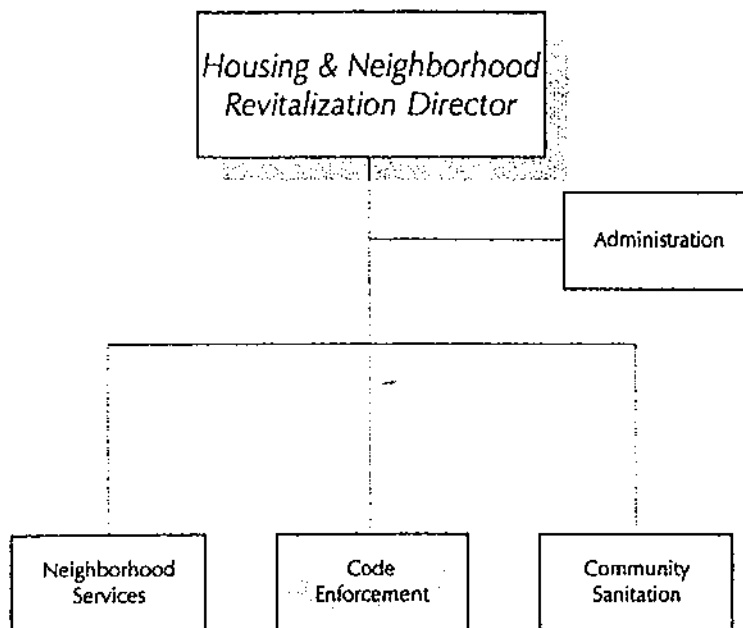
Operator: Oh, okay. E-x-c-a-v-a-tion. Cool. I'll send it around so that everybody is aware of it.

Station 3: Okay. We'll go take a peek out there right now though.

Operator: Thank you much.

Station 3: Okay, bye-bye.

Operator: Bye-bye.



## Department of Housing and Neighborhood Revitalization

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The primary objective of the Department of Housing and Neighborhood Revitalization is to achieve tangible results with regard to eliminating blight, revitalizing neighborhoods, and increasing, improving and preserving the community's supply of low- and moderate-income housing. The department also administers the Commercial Revitalization Program.

The focus of the department in FY 2000 will continue to be on staff effectiveness, with emphasis on improving the Code Enforcement programs in the department.

### FY 2000 Goals

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In FY 2000, the budget for this department is increasing by \$2,081,800 which is a 7.9 percent increase. The primary reasons for this change are the increases in the Code Enforcement Division, the anticipated receipt of more Supportive Housing Program (SHP) funds for homeless programs and additional HOME funds from the Federal government.

A significant change in FY 2000 is the restatement of certain costs in Community Sanitation Division (CSD). CSD supports the Code Enforcement Division, Residential Demolition, and certain functions in the Parks Department. In prior years this support was shown as expenditures in CSD. Beginning in FY 2000, a more representative presentation is displayed. Due to the implementation of the PeopleSoft Management System, the CSD Support is no longer shown as an expense to the division but the supported activities are now budgeted within the Community Sanitation fund. If the total appropriations at the Community Sanitation fund were shown the total would be \$9,080,700 or 4.1 percent above FY 99. For the department, the total costing would be \$19,971,800 or an increase of 6.9 percent over FY 99.

There are two new programs proposed in the budget for the Code Enforcement division. The first is the addition of a team that will do proactive enforcement. This team will concentrate on enforcement issues related to visual blight. The second program is an expansion of the demolition program to include a pilot Receivership program. Also, the focused Code Enforcement activities will continue in the next set of neighborhood improvement projects and along the Freeway 99 corridor. The division will continue its implementation of programmatic and operational changes to achieve a greater overall level of effectiveness, which includes working closely with the Police Department Problem Oriented Policing Program.

In response to the Council's concerns stated in the Department's budget hearing on May 18, 1999, the Code Division will take an additional step up. This would be in addition to the FY 2000 budget proposal which increased the code budget by 23 percent and 16 positions. This new addition makes proactive enforcement Citywide and it builds in a feedback mechanism to the complaining party. The total cost is \$604,900, which includes \$109,500 for a housing development crew to assist with in-fill housing work caused by the enhanced Demolition/Receivership Program. The Code component costs \$495,400, and includes 11 code staff members, three housing development staff, equipment and related costs.

In tandem with the activities in Code Enforcement, the Community Sanitation Division uses its graffiti abatement and litter control efforts to support the Citywide beautification efforts. Community Sanitation is also responsible for street cleaning, Operation Cleanup and other programs that use a variety of community resources. A new crew and vehicle for spot clean-up activities has been budgeted as well as a small amount of money for volunteer clean-up project supplies.

Emphasis will continue to be on home ownership with a minimum of 660 households assisted into home ownership during FY 2000. The department will continue its Affordable Housing Programs, including the Downpayment Assistance Program; In-fill Housing Development; and various Lower-Income Homebuyers Programs (LIHPs). The department also administers the rental and owner-occupied rehabilitation programs. The department in FY 99, in conjunction with HUD, worked to increase the number of eligible Community Housing Development Organizations (CHDOs) from six to eleven.

The department will continue its implementation of the Neighborhood Revitalization Program in the 12 recognized neighborhoods. Funds have been set aside to help with the printing, mailing, and associated development costs for neighborhood associations in the department's budget.

## Department of Housing and Neighborhood Revitalization

### Department Use of Resources

Total Department of Housing and Neighborhood Revitalization (DHNR) appropriations are \$17.5 million or 6.5 percent less than in the FY 99 Amended budget. Significant changes proposed for FY 2000 compared to FY 99 include an increase in Community Development Block Grant funds and an increase in the Supportive Housing Grants as well as HOME funds.

	FY 98 Actual	FY 99 Amended	FY 2000 Adopted	Percent Change
<b>Division Costs</b>				
Administration Division	\$ 439,700	\$ 545,000	\$ 387,000	(29.0)
Neighborhood Services Division	5,023,900	6,457,500	6,972,300	8.0
Code Enforcement Division	2,057,600	2,954,800	4,136,700	40.0
Community Sanitation Division	7,859,700	8,727,600	5,980,200	(31.5)
 Total Department Costs	 \$ 15,380,900	 \$ 18,684,900	 \$ 17,476,200	 (6.5)

# Department of Housing and Neighborhood Revitalization

## Program Activity Code Enforcement Program (388)

Code Enforcement Division  
Special Revenue Fund

### 388 Code Enforcement

The Code Enforcement Program enforces the City's Housing Code and Zoning Ordinance. This program also provides for the board-up and security of vacant and abandoned buildings and administration of the Residential Demolition Program.

## Proposed Service Impacts

- The addition of a Demolition/Receivership program is proposed. To staff this effort, a Neighborhood Services Specialist and Services Aide will be added, as well as funds for capital. The total cost of this program will be approximately \$162,300.
- A Management Analyst position has been proposed in the budget. This position will assist the Division Manager and Housing Supervisor with the division's personnel and administrative work and will supervise the six clerical positions and 9.23 FTE temporary Services Aides (division-wide). This will free the Housing Supervisor and Division Manager to spend more time in the field.
- During FY 99, the Division restructured the method of case assignment to correspond with Policing Districts. The goal of this restructuring is to improve the response time to service requests and to shorten the time required for resolving violations.
- The proposed additional staffing and increased enforcement will generate a higher volume of phone traffic and clerical work. Therefore, two additional Senior Administrative Clerks are proposed to assist with the workload.
- In response to Council, additional staff and equipment have been added to this program, in the amount of \$146,700. This addition will enhance the Demolition/Receivership program.

## Program Appropriations

Expenditure Category	FY 98 Actual	FY 99 Amended	FY 2000 Adopted	Percent Change
Employee Services	\$ 740,900	\$ 835,000	\$ 1,221,100	
Operations and Maintenance	28,000	21,800	37,800	
Interdepartmental Charges	507,300	727,700	641,600	
Project Capital	0	0	70,000	
Transfers, Loans, and Contingencies	0	0	6,000	
Total Program Costs	\$ 1,276,200	\$ 1,584,500	\$ 1,976,500	24.7

12/07/99(13:19)

# Department of Housing and Neighborhood Revitalization

**Program Activity**  
**Code Enforcement Program (388)**

**Code Enforcement Division**  
**Special Revenue Fund**

## Program Position Costing

The table shows the FY 2000 Full-Time Equivalent (FTE) authorized permanent and temporary positions for the program. For most divisions, the employee services expenditure category will not match this total. The reason is that this report shows a list and the cost of the permanent and temporary positions in this program; it does not include costs for overtime, premium pay, contract extra help, Worker's Compensation, etc., which are included in the employee services total for each division. The "Adopted Total" column reflects the cost per Adopted FTE position(s) as budgeted, while the "Average Cost Per FTE" reflects the average cost for one FTE position of that particular Job Code.

Job Code	Job Title	FY 98 FTE	FY 99 FTE	FY 00 FTE	Adopted Total	Average Cost Per FTE
A12	ADMINISTRATIVE CLERK II	0.50	0.00	0.00	\$ 0	\$ 0
A13	SR. ADMINISTRATIVE CLERK	1.00	1.00	1.60	49,500	30,900
A52	SECRETARY	0.50	0.50	0.50	18,300	36,500
C06	ACCOUNT CLERK II	0.15	0.15	0.55	16,100	29,200
C07	SENIOR ACCOUNT CLERK	0.10	0.10	0.10	3,600	36,000
E20	MANAGEMENT ANALYST I	0.00	0.00	0.40	14,100	35,200
J45	ASSOC ENV AND SAFETY CONS I	1.00	1.00	1.20	68,400	57,000
J82	NEIGHBORHOOD SERVICES SPECIALIST	6.20	6.00	8.00	408,600	51,100
J83	SENIOR NEIGHBORHOOD SERVICES SPEC	1.80	2.20	4.70	271,800	57,800
J87	NEIGHBORHOOD STANDARDS SPEC II	0.80	0.40	0.40	20,500	51,300
K32	PLANNER II	1.05	1.05	1.05	52,900	50,400
K43	HOUSING PROGRAM SUPERVISOR	0.50	1.10	1.10	57,800	52,500
K48	HSC AND NEIGHBORHOOD REVIT MANAGER	0.50	0.30	0.30	23,300	77,800
E10	STAFF ASSISTANT	0.00	0.00	0.10	3,500	34,600
J81	NEIGHBORHOOD SERVICES SPEC I	0.00	0.00	2.00	81,900	40,900
J86	NEIGHBORHOOD STANDARD SPEC	0.00	0.00	3.20	123,200	38,500
Total Program Permanent Costing		14.10	13.80	25.20	\$ 1,213,500	
Total Program Temporary Costing		0.83	4.31	4.15	80,000	
Total Program Costing		14.93	18.11	29.35	\$ 1,293,500	